

# New Jersey Principals of the Year Program

Rewarding Visionary Leadership



*Sponsored by:*

New Jersey Department of Education

*in collaboration with*

New Jersey Principals and Supervisors Association

Business Coalition for Educational Excellence

Geraldine R. Dodge Foundation

Washington Mutual

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:  
REWARDING VISIONARY LEADERSHIP**

**-Candidate Selection Criteria-**

(For Public School Principals only)

The purpose of the *New Jersey Principals of the Year Program: Rewarding Visionary Leadership* is to recognize outstanding elementary, middle and secondary school principals who have successfully provided high quality learning opportunities for students. The award is based on these premises:

- The quality of a child's educational experience is determined primarily by the principal who is the school's educational leader. Recognition of outstanding principals is a powerful incentive in promoting pride in accomplishment and determination to pursue excellence; and
- Achievement of educational excellence occurs when the school principal establishes high expectations for student learning and teacher performance, and is willing to take risks to accomplish these ends.

What follows is a brief summary of the requirements for candidate selection, possible options for the candidate's responsibilities, timelines, panel of judges, application procedures, and award parameters.

**Requirements for Candidate Selection:**

Each of the criterion listed below will be used as a significant requirement in the selection of the New Jersey Principals of the Year. The honoree must:

- Be an active principal of a public school in which a commitment to education is evident through programs which meet the academic and social needs of all students;
- Prior to submitting this application, have at least four years of experience as an active principal and at least one full year experience as principal of your current school;
- Be an active principal during the year in which he/she is an honoree;
- Involve the community and local businesses in the life of the school;
- Be respected by students, colleagues, parents, and the community at large;
- Demonstrate a willingness to take risks to improve teaching and student learning;
- Be committed to continuous school improvement and the New Jersey Core Curriculum Content Standards including Cross-Content Workplace Readiness Standards;
- Monitor progress and encourage effective interventions for at-risk and low-performing students;
- Collaborate with teachers, other staff members, and parents to improve the educational program and student achievement; and
- Provide creative leadership that inspires teachers to achieve and contribute to the school environment.

**Options for Candidate's Responsibilities:**

During the recognition year, the award recipient will be expected to serve in one or more of the following capacities:

- As an adjunct professor or a distinguished lecturer at principal recognition programs and at the college and university level;
- As a mentor and presenter in a Title I Principals' Institute and other forums;
- As a participant in a multi-day convocation where attendees consider how best to assist principals;

- As an advisor to the New Jersey Department of Education (NJDOE) regarding policy issues and/or a member of a special advisory committee;
- As an education advocate who serves as a role model to current and prospective principals and who works to encourage others to enter the principalship;
- As an educational researcher who synthesizes research-based information to inform the DOE's policies and programs;
- As an action researcher at the district or school level;
- As an advisor to the Business Coalition for Educational Excellence; and
- As a host of open-houses or visitations for educational professionals and others interested in learning about excellent schools.

### **Timeline:**

The timeline for the principal recognition program is as follows:

December 1, 2003	Applications returned
May 2004	Principals of the Year announced
July 2004	Principals of the Year recognition term begins

### **Panel of Judges:**

The panel of judges will include representatives from the *Business Coalition for Educational Excellence*, *Geraldine R. Dodge Foundation*, *New Jersey Commission on Higher Education*, *Leadership for Educational Excellence* and *Washington Mutual*. In addition, principals formerly receiving Principal of the Year awards by the *National Association of Secondary School Principals* and the *National Association of Elementary School Principals* will be recruited to serve as review panelists.

### **Procedures:**

Candidates must submit a completed application. All forms should be typed or computer generated using a 10-point font. If the applicant creates an application document rather than using the prepared form, the space allotted for each response must be exactly the same as the space provided on the attached official application form. **Longer responses will not be considered.**

All applications must be received no later than **4:00 p.m. on December 1, 2003** at the address below:

New Jersey Department of Education  
Office of Innovative Programs and Schools  
PO Box 500  
100 River View Executive Plaza  
Trenton, New Jersey 08625-0500

### **Award Parameters:**

Award recipients will receive an unrestricted award from the Business Coalition for Educational Excellence and contingent upon available funds will be eligible to receive up to \$10,000 in funds to implement professional development activities that will benefit the recipient and the school or district in which he or she is employed.

Following the award, a list of planned activities and a corresponding budget summary must be submitted by the principals for review and approval. Since professional development activities will be funded in part by federal funds, these activities must be made available to non-public school staff serving residents of the school or district receiving the funds.

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:**  
**REWARDING VISIONARY LEADERSHIP**  
**-Application Checklist-**

**TO THE PUBLIC SCHOOL PRINCIPAL:** Use this checklist to guarantee that you have submitted all required documentation, forms, and information for committee review of your candidacy for the *New Jersey Principals of the Year Program: Rewarding Visionary Leadership*.

Please be specific and prepared to provide well-documented anecdotes, statistics, and examples when answering. **Do not submit attachments or exceed the required space limits.**

**REMINDER:** The completed application is due to the office of Innovative Programs and Schools no later than **4:00 p.m. on December 1, 2003.**

**The following items must be submitted in one envelope with the completed application to the New Jersey Department of Education. Online applications will NOT be accepted.**

- \_\_\_\_\_ Signed and Completed Application Form
- \_\_\_\_\_ Professional Preparation/Education Form
- \_\_\_\_\_ Responses to the Demonstrated Experience Criteria
- \_\_\_\_\_ **Total of 5 or 6 (with optional student response) reference letters:**  
(Letters of reference must address one or more of the selection criteria and be limited to one page only, per reference.)
- \_\_\_\_\_ Chief School Administrator or School Board President
- \_\_\_\_\_ Administrator
- \_\_\_\_\_ Teacher
- \_\_\_\_\_ Parent
- \_\_\_\_\_ Business/Community/Civic Leader
- \_\_\_\_\_ Student (optional)

**All completed applications and letters of reference must be mailed to:**

New Jersey Department of Education  
Office of Innovative Programs and Schools  
P.O. Box 500  
100 River View Executive Plaza  
Trenton, NJ 08625-0500

**To ensure timely receipt, hand delivery or express mail is encouraged.**

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:  
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**-Nominee Reference Guidelines-**

(Reproduce as needed)

**Please check one:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Superintendent/or School Board President | <input type="checkbox"/> Administrator          | <input type="checkbox"/> Teacher                   |
| <input type="checkbox"/> Parent                                   | <input type="checkbox"/> Civic/Community Leader | <input type="checkbox"/> Student <i>(optional)</i> |
- (See note for guidelines)*

**Directions:** *Please select one or more of the five indicators described below. Rely on your personal knowledge of and experience with the nominee to describe his or her professional performance and competencies. Limit your complete response to only one page (minimum 10-point font/250 words). If you are a student, refer to the Guidelines for Student Recommendations at the end of this form.*

**1. Implementation of Core Curriculum Content Standards**

Exceptional principals are committed to the implementation of New Jersey's Core Curriculum Content Standards including the Cross-Content Workplace Readiness Standards, and their school's systemic or whole school reform efforts. They demonstrate sound judgment in developing resources and redirecting staff towards effective change.

**Describe the nominee's ability to:**

- Effectively link curriculum and instruction to high student achievement and the overall goals of the school;
- Allocate appropriate resources and materials to support the alignment of curriculum to the state standards;
- Integrate new learning theories and teaching strategies into the classrooms; and
- Utilize technology in the classroom to support the curriculum.

**2. Focus on Student Learning**

Exceptional principals regularly assess the effectiveness, appropriateness, and variety of the teaching methods and strategies being used and demonstrate sound judgment in researching and implementing change that is commensurate with the goals and mission of the school. In the capacity of "school visionary," principals facilitate a positive school culture conducive to achieving the educational goals.

**Describe the nominee's ability to:**

- Set high expectations for staff and others toward achievement of the school's mission and goals;
- Follow the progress of and recommend interventions for at-risk and low-performing students;
- Create and maintain a positive school culture supportive of improved student outcomes;
- Regularly assess the teaching methods and strategies being used, and institute accountability measures for staff;
- Delegate authority to those who are capable of supporting the school mission; and
- Address inappropriate behavior and/or conflict in a direct but sensitive manner.

**3. Parent and Community Involvement in School**

Exceptional principals recognize the importance of involving parents and other members of the community in the life of the school and to assist students. They are skillful in motivating others and creating a sense of purposeful collaboration among all members of the community and communicating in an open and effective manner.

**Describe the nominee's ability to:**

- Sustain a school improvement process that includes input from faculty, parents, business leaders and community members;
- Initiate and manage constructive change and establish an atmosphere of open and meaningful two-way communication;
- Support, encourage and integrate the ideas of others into the school plan;
- Develop and utilize new resources in support of the school's programs;
- Attract new parent and community resources to benefit the school's instructional programs; and remain available and accessible to parents, staff and students; and
- Promote harmony and productivity among various groups.

#### **4. Business Community Involvement in the School**

Exceptional principals recognize the importance of integrating the Cross-Content Workplace Readiness Standards throughout the school's curriculum, and engaging members of the business community in the life of the school. They strive to improve the links between education and employment, and to facilitate opportunities for members of the business community to help students improve their performance on the New Jersey Core Curriculum Content Standards and prepare for high-skill jobs.

##### **Describe the nominee's ability to:**

- Oversee the integration of the Cross-Content Workplace Readiness Standards throughout the school's curriculum;
- Initiate and manage constructive change and establish an atmosphere of open and meaningful two-way communication between the school and the business community;
- Support, encourage and integrate the ideas of the business community into the school plan;
- Develop and utilize new resources from the business community in support of the school's programs; and
- Attract business community resources to benefit the school's instructional programs; and remain available and accessible to parents, staff and students.

#### **5. Creative Leadership that Empowers Others and Promotes Improved Student Results**

Exceptional principals recognize the importance of identifying and fostering potential in others, particularly in promoting effective staff development programs, delegating authority, and motivating individuals toward a common purpose. Exceptional principals are those who are willing to take measured risks and require their staff, students and other stakeholders to engage in change that impacts a school's rules, roles and relationships for improved student results.

##### **Describe the nominee's ability to:**

- Empower and foster the potential in others;
- Encourage and facilitate the professional development of staff through the use of effective and appropriate supervisory and evaluative techniques;
- Identify staff strengths and properly delegate responsibilities;
- Reconfigure staff assignments to assure the accomplishment of the school's mission; and
- Take risks by changing the school's rules, roles and relationships in order to improve student achievement and other desirable student results.

#### **Guidelines for Student Recommendations:**

A student's response may either address the same five criteria described above or may focus on the factors below:

##### **Describe the nominee's ability to:**

- Encourage a school atmosphere that is positive, caring and one in which all students are successful;
- Develop programs that are relevant to student needs and encourage student creativity; and
- Create a trusting and mutually respectful school community.

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:  
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**-2003-2004 Application Form-**

Jointly sponsored by the:  
New Jersey Department of Education  
New Jersey Principals and Supervisors Association  
Business Coalition for Education Excellence  
Geraldine R. Dodge Foundation  
and Washington Mutual

**(Circle School Level and Region)**  
**Level:** Elementary  
Middle  
Secondary  
**Region:** North Central South

**TO BE COMPLETED BY NOMINEE AND RETURNED TO THE NEW JERSEY DEPARTMENT OF EDUCATION.** (Please print neatly or use a typewriter or computer to complete this application. If using computer or typewriter, use a **10-point font.**)

Nominee Name: (circle one) Dr. Mr. Mrs. Ms. Miss

First \_\_\_\_\_ Middle Initial \_\_\_\_\_ Last \_\_\_\_\_

Home Address:

Street \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Home Phone (\_\_\_\_) \_\_\_\_\_ E-Mail Address \_\_\_\_\_

List membership(s) in professional association(s) \_\_\_\_\_

**FULL NAME OF SCHOOL** \_\_\_\_\_

School Address:

Street \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

School Phone (\_\_\_\_) \_\_\_\_\_ Facsimile (\_\_\_\_) \_\_\_\_\_ A Title I School: \_\_\_\_\_ No  
\_\_\_\_\_ Yes

E-Mail Address \_\_\_\_\_

Student Enrollment \_\_\_\_\_ Grade Levels (e.g., K-6, etc.) \_\_\_\_\_

School District \_\_\_\_\_ County \_\_\_\_\_

Chief School Administrator \_\_\_\_\_

Address:

Street \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Signature of Applicant \_\_\_\_\_

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:**  
**REWARDING VISIONARY LEADERSHIP**  
**-Professional Preparation/Education Form-**

Please print neatly, or use typewriter or computer to complete this application. If using computer or typewriter, select a **10-point font**. If using a computer to generate this application, you must replicate the information printed on this page with the same space allocated for responses.

**Education**

Institution	Dates of Attendance	Degree Earned

**Professional Experience** (Start with most recent experience.)

Position	School	School District	Dates

Total number of years as public school principal \_\_\_\_\_

Total number of years as school administrator (including assistant/vice principal, central office, etc.) \_\_\_\_\_

Total number of years in current position \_\_\_\_\_

*(Continued on next page)*



**Additional Information:**

What other relevant information about yourself or school would you like to share with the selection committee? For example, do you have one or more areas(s) of expertise or specialization? What are some of your professional accomplishments that qualify you to receive the NJ Principal of the Year award? Responses must be limited to 2 pages using a **10-point font**. **Longer responses will not be considered.**

**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:**  
**REWARDING VISIONARY LEADERSHIP**  
**-Demonstrated Experience (Criterion #1 of 5)-**

**Directions:** *Using a 10-point font, please limit your response to the front and reverse side of this page. Longer responses will not be considered.*

**1. Implementation of Core Curriculum Content Standards including the Cross-Content Workplace Readiness Standards**

Exceptional principals are committed to the implementation of New Jersey's Core Curriculum Content Standards including the Cross-Content Workplace Readiness Standards, and their school's systemic or whole school reform efforts. They demonstrate sound judgment in developing resources and redirecting staff towards effective change.

**Describe any innovative curriculum/exemplary programs in your school that you have been instrumental in developing or implementing. Specify how you meet the needs of all students, especially those who are low-achieving. Describe your methods for generating, maintaining or redirecting resources to support school restructuring and/or staff needs. Also discuss how this change effort has been (or will be) institutionalized at your school site.**

**Please provide the past three years of test data (i.e., either from statewide assessments or other tests aligned with the state content standards) to demonstrate that all students in your school meet the New Jersey Core Curriculum Content Standards (CCCS) including the Cross-Content Workplace Readiness Standards. If your school receives Title I funds, please describe the extent to which students in your school are making progress toward achieving the CCCS. Principals of Title I schools categorized as a 4, 5 or 6 school are encouraged to apply; all others may wish to delay application until test scores improve.**

*(Please continue on the next page if necessary.)*



**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:**  
**REWARDING VISIONARY LEADERSHIP**  
**-Demonstrated Experience (Criterion # 2 of 5)-**

**Directions:** *Using a 10-point font, please limit your response to the front and reverse sides of this page. Longer responses will not be considered.*

**2. Focus on Student Learning**

Exceptional principals regularly assess the effectiveness, appropriateness, and variety of the teaching methods and strategies being used and demonstrate sound judgment in researching and implementing change that is commensurate with the goals and mission of the school. In the capacity of the “school visionary,” principals facilitate a positive school climate conducive to achieving the educational goals.

**Describe the school’s mission and your role in developing and promoting this mission. Describe the strategies your school implements to create and maintain a positive school climate that is supportive of excellence in teaching and student learning. Specify how your school’s focus on improved student learning will lead to a realization of the school’s vision/goals.**

**Provide three years of data to document that a positive or improved school climate has had a beneficial impact on student or school outcomes (e.g., improved student achievement; reduced absenteeism; reduced violence, vandalism and substance abuse, etc.)**

*(Please continue on the next page if necessary.)*



NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:

REWARDING VISIONARY LEADERSHIP

-Demonstrated Experience (Criterion # 3 of 5)-

**Directions:** *Using a 10-point font, please limit your response to the front and reverse side of this page. Longer responses will not be considered.*

**3. Parent and Community Involvement in the School**

Exceptional principals recognize the importance of involving parents and the community at large in the life of the school and to assist students. They are skillful in motivating others and creating a sense of purposeful collaboration among all members of the community and communicating in an open and effective manner.

**Please describe how your leadership has developed community involvement in your school and the extent to which all students have benefited. Describe specific initiatives adopted by your school to encourage parent involvement, participation and/or support.**

**Provide data to demonstrate the level of parent and community involvement in school.**

*(Please continue on the next page if necessary.)*



NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:

REWARDING VISIONARY LEADERSHIP

-Demonstrated Experience (Criterion # 4 of 5)-

**Directions:** *Using a 10-point font, please limit your response to the front and reverse sides of this page. Longer responses will not be considered.*

**4. Business Community Involvement in the School**

Exceptional principals recognize the importance of integrating the Cross-Content Workplace Readiness Standards throughout the school's curriculum, and engaging members of the business community in the life of the school. They strive to improve the links between education and employment, and to facilitate opportunities for members of the business community to help students improve their performance on the New Jersey Core Curriculum Standards and prepare for high-skill jobs.

**Please describe how your leadership has developed links between your school and the business community. Discuss each of these joint efforts and how they aim to benefit student achievement and preparation for high-skill employment.**

**Provide three years data to show that the involvement of the business community in your school has improved student achievement, helped students to prepare for high-skill employment, and/or positively influenced other student or school outcomes.**

*(Please continue on the next page if necessary.)*





**NEW JERSEY PRINCIPALS OF THE YEAR PROGRAM:**  
**REWARDING VISIONARY LEADERSHIP**  
**-Demonstrated Experience (Criterion # 5 of 5)-**

**Directions:** *Using a 10-point font, please limit your response to the front and reverse sides of this page. Longer responses will not be considered.*

**5. Creative Leadership that Empowers Others and Promotes Improved Student Results**

Exceptional principals recognize the importance of identifying and fostering potential in others, particularly in promoting effective staff development programs, delegating authority, and motivating individuals toward a common purpose. Exceptional principals are those who are willing to take measured risks and require their staff, students and other stakeholders to engage in change that impacts upon a school's rules, roles and relationships for improved student results.

**Describe administrative management strategies instituted under your leadership that empower and foster the potential in others, and that have encouraged staff professionalism and improved teacher performance. Describe specific instances when you undertook risks to change the rules, roles and relationships in your school to promote students learning and other desirable student outcomes.**

**Provide data or other evidence to show that the principal's creative leadership has contributed positively to student or school outcomes.**

*(Please continue on the next page if necessary.)*

